

California Office of Traffic Safety

A Performance-based Strategic Plan for 2006-2010



A photograph of the Golden Gate Bridge at night, illuminated with warm lights against a dark blue sky and water. The bridge's iconic towers and suspension cables are visible, with lights reflecting on the water below.

Mission

The Office of Traffic Safety's mission is to obtain and effectively administer traffic safety grant funds to reduce deaths, injuries and economic losses resulting from traffic collisions.

Vision

The Office of Traffic Safety will help California achieve the fewest traffic fatalities in the nation.

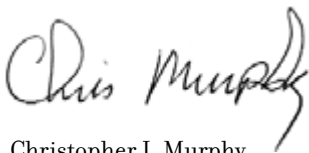
Message from the Director

I am pleased to share with you the California Office of Traffic Safety Performance-based Strategic Plan for 2006-2010. This plan reflects a comprehensive and collaborative process across the organization to set goals and metrics for improved performance and implement effective strategies for achieving desired results.

Our mission at the Office of Traffic Safety (OTS) is to obtain and effectively administer traffic safety grant funds to reduce deaths, injuries and economic losses resulting from traffic collisions. As such, over the next five years, our efforts to improve performance focus on four fundamental aspects of this mission: to better support and monitor our grantees' performance; to administer our grants more efficiently; to use grant funds more strategically, effectively, and innovatively; and to improve our communication—both internally at OTS and with the public.

As an organization focused on continuous improvement, we will implement the strategies outlined in this plan, monitor their impact on the performance targets we have set for ourselves, and adjust course as needed to fulfill our mission and uphold the public's trust.

At OTS, we have set our sights on an ambitious vision—to help California achieve the fewest traffic fatalities in the nation. Consider this our roadmap toward that vision.



Christopher J. Murphy
Director





OTS VALUES

Human worth: OTS believes that every life lost on a California roadway is one too many.

OTS VALUES

Professionalism and integrity: OTS is committed to performing its mission to the highest professional and ethical standards.



ASSISTANT DIRECTOR OF OPERATIONS MICHELE MEADOWS, SUPPORT SUPERVISOR VALERIE ARCHIE, MARKETING AND PUBLIC AFFAIRS MANAGER MIKE MARANDO, AND ASSISTANT DIRECTOR OF ADMINISTRATION BILL TERRELL.

ENHANCE OTS'S SUPPORT AND MONITORING OF GRANTEE'S PERFORMANCE.

OBJECTIVES:

- 1.1 Increase the number of Grantee Performance Reviews conducted annually for local grants over \$100,000 from 10 percent in 2005 to 48 percent in 2006 and to 70 percent through 2010.
- 1.2 Increase the percent of Quarterly Performance Reports processed within 30 days of receipt from 59 percent in 2004 to 70 percent in 2006 to 80 percent in 2007 and to at least 85 percent through 2010.
- 1.3 Increase the percent of pre-operational meetings conducted within 90 days of grant start dates from 57 percent in 2004 to 75 percent in 2006 and to 85 percent through 2010.
- 1.4 Decrease the average number of grants assigned to each Regional Coordinator from 37 in 2005 to 30 in 2006.
- 1.5 Increase the percent of Quarterly Performance Reports received for which report content meets or exceeds new standards to 90 percent by 2010.
- 1.6 Increase the percent of Quarterly Performance Reports received within 30 days following the end of each calendar quarter from 46 percent in 2004 to 60 percent in 2007 to 70 percent in 2008 and to at least 80 percent through 2010.

GOAL 1

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GOAL

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ENSURE OTS'S ADMINISTRATION OF GRANTS IS EFFICIENT AND CUSTOMER-FRIENDLY.**OBJECTIVES:**

- 2.1** Increase the percent of proposals submitted to the Fiscal Unit for final processing by September 15 from 25 percent in 2004 to 90 percent in 2006 and through 2010.
- 2.2** Decrease the average number of days to develop 90 percent of approved grant proposals into initiated grants from 174 days in 2004 to 160 days in 2006 and to 145 days through 2010.
- 2.3** Decrease the average number of days to process a claim from 24 days in 2005 to 22 days in 2006 and to 20 days or less through 2010.

USE GRANT FUNDS MORE STRATEGICALLY, EFFECTIVELY, AND WITH GREATER INNOVATION.**OBJECTIVES:**

- 3.1** Increase the percent of grant dollars allocated to umbrella grants from 15.3 percent in 2005 to 20 percent in 2006 and through 2010.
- 3.2** Increase the number of cities with a disproportionate number of crashes that OTS proactively solicits for grant participation from 15 in 2005 to 25 in 2006 and to 30 through 2010.
- 3.3** Reduce carryover funds by 5 percent annually.

STRENGTHEN COMMUNICATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS.**OBJECTIVES:**

- 4.1** Ensure that 80 percent or more of surveyed staff feel that communication within OTS is good or excellent by 2007.
- 4.2** Ensure that 80 percent or more of surveyed customers feel that OTS's communication with them is good or excellent by 2007.

OTS VALUES**Performance-based management:**

OTS is dedicated to being a performance-based organization—one that focuses on evaluating performance data, applying strategies for performance improvement, and achieving desired results and outcomes.



GOAL

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GOAL

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Strategic Plan Implementation

OTS VALUES

Personal and organizational

sensitivity: OTS is committed to treating each other and all customers with the highest respect and regard for individual rights.



COORDINATORS RON MILLER, TONY SORDELLO, KAREN COYLE, BELINDA GLENN AND KIM GARCIA.

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INCREASE THE NUMBER OF GRANTEE PERFORMANCE REVIEWS CONDUCTED ANNUALLY FOR LOCAL GRANTS OVER \$100,000 FROM 10 PERCENT IN 2005 TO 48 PERCENT IN 2006 AND TO 70 PERCENT THROUGH 2010.

STRATEGIES:

- 1.1.1 Establish and implement a policy redefining what constitutes a Grantee Performance Review (GPR).
- 1.1.2 Establish and implement a policy regarding the timeline and frequency for GPRs, the circumstances and types of grants warranting a GPR, and which grantees are exempt from GPRs and why.
- 1.1.3 Establish and implement a protocol stating the circumstances under which GPRs should be conducted in person versus via phone or correspondence; consider increased use of phone and video conferencing for GPRs.
- 1.1.4 Develop a standardized report template for documenting a GPR.
- 1.1.5 Revise the Operations Manual to reflect the revised GPR policies and procedures; communicate these revisions to staff; develop and deliver training to Regional Coordinators on conducting GPRs.
- 1.1.6 Develop a grantee letter of introduction and a checklist to be given to grantees in advance of a GPR that explains what will be reviewed.
- 1.1.7 Examine enhanced data collection needs related to tracking GPRs and make database modifications as needed.
- 1.1.8 Utilize Law Enforcement Liaisons to supplement Regional Coordinator efforts conducting GPRs.

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OBJECTIVE 1.2

INCREASE THE PERCENT OF QUARTERLY PERFORMANCE REPORTS PROCESSED WITHIN 30 DAYS OF RECEIPT FROM 59 PERCENT IN 2004 TO 70 PERCENT IN 2006 TO 80 PERCENT IN 2007 AND TO AT LEAST 85 PERCENT THROUGH 2010.

STRATEGIES:

- 1.2.1** Standardize requirements for data entered into the Quarterly Performance Review (QPR) comments section of the database.
- 1.2.2** Ensure data integrity by making additions to the "date processed" field of the database.
- 1.2.3** Develop a solution that enables grantees to submit QPRs online.

OBJECTIVE 1.3

INCREASE THE PERCENT OF PRE-OPERATIONAL MEETINGS CONDUCTED WITHIN 90 DAYS OF GRANT START DATES FROM 57 PERCENT IN 2004 TO 75 PERCENT IN 2006 AND TO 85 PERCENT THROUGH 2010.

STRATEGIES:

- 1.3.1** Institute a new policy and protocol for conducting pre-operational meetings via phone or video for "experienced grantees."
- 1.3.1** Revisit and update the standardized packet for pre-operational meetings, including a sample press packet to give to grantees.
- 1.3.1** Revise the Operations Manual to reflect these updates and conduct training for Regional Coordinators on the new policies and protocols.

OBJECTIVE 1.4

DECREASE THE AVERAGE NUMBER OF GRANTS ASSIGNED TO EACH REGIONAL COORDINATOR FROM 37 IN 2005 TO 30 IN 2006.

STRATEGIES:

- 1.4.1** Fund three retired annuitants to coordinate state agency grants and coordinate all regional "DUI Avoid" Campaign grants.
- 1.4.2** Initiate umbrella grants that allocate funding to multiple grantees in a single OTS grant.
- 1.4.3** Increase the average grant award.



OTS VALUES

Open communication: OTS aims to facilitate the free and consistent flow of information in an honest and professional manner.

OTS VALUES

Teamwork: OTS recognizes and encourages the benefits of team-building and teamwork.



FISCAL SERVICES: KAREN NEVERKOVEC, O.J. SWANIGAN, DEBBIE HREPICH, AND TRINA NGUYEN.



INCREASE THE NUMBER OF QUARTERLY PERFORMANCE REPORTS RECEIVED FOR WHICH REPORT CONTENT MEETS OR EXCEEDS NEW STANDARDS TO 90 PERCENT BY 2010.

STRATEGIES:

- 1.5.1** Create a new Schedule C Quarterly Evaluation Data Form.
- 1.5.2** Develop a process and schedule to annually revise the Schedule C Quarterly Evaluation Form to ensure that the form is standardized and collects only required data. Consider making this form downloadable from the OTS website. Develop grantee instructions for the Schedule C in the Grant Program Manual.
- 1.5.3** Finalize and implement the use by grantees of a standard QPR template that includes a required content checklist. Revise the Grant Program Manual instructions on how to complete a QPR and develop an instruction sheet that is affixed to the QPR template or that refers grantees to the appropriate section of the Grant Program Manual.
- 1.5.4** Develop a standard measurement tool to assess whether the content of QPRs and final reports meets new standards.
- 1.5.5** Develop and implement a protocol for following up with grantees whose QPRs and final reports do not meet new standards.
- 1.5.6** Conduct refresher training for Regional Coordinators on protocols and tools for QPR review and follow-up.
- 1.5.7** Develop and implement a schedule and process for management to review Regional Coordinators' processed QPRs and meet with Regional Coordinators to provide feedback.

INCREASE THE PERCENT OF QUARTERLY PERFORMANCE REPORTS RECEIVED WITHIN 30 DAYS FOLLOWING THE END OF EACH CALENDAR QUARTER FROM 46 PERCENT IN 2004 TO 60 PERCENT IN 2007 TO 70 PERCENT IN 2008 AND TO AT LEAST 80 PERCENT THROUGH 2010.

STRATEGIES:

- 1.6.1** Post a calendar of grantee report deadlines on the OTS website.
- 1.6.2** Evaluate and consider revising policies related to QPR and claim submission deadlines.
- 1.6.3** Develop new policies and procedures for follow-up, escalation and enforcement of late QPRs and make necessary database changes for tracking.

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INCREASE THE PERCENT OF PROPOSALS SUBMITTED TO THE FISCAL UNIT FOR FINAL PROCESSING BY SEPTEMBER 15 FROM 25 PERCENT IN 2004 TO 90 PERCENT THROUGH 2010.

DECREASE THE AVERAGE NUMBER OF DAYS TO DEVELOP 90 PERCENT OF APPROVED GRANT PROPOSALS INTO INITIATED GRANTS FROM 174 DAYS IN 2004 TO 160 DAYS IN 2006 AND TO 145 DAYS THROUGH 2010.

STRATEGIES:

- 2.1.1** Implement "Grants Made Easy" to simplify the grant application process and decrease the amount of work required to develop a grant proposal into a grant agreement.
- 2.1.2** Develop and implement a standard protocol for enforcing draft and final grant agreement deadlines.
- 2.1.3** Create a process to annually update grant processes and grant documents such as the OTS Blueprints, the Grant Program Manual, and all grant agreement forms in advance of on-site assessments.
- 2.1.4** Examine and possibly re-engineer the grant agreement review process to make it more efficient and reduce revisions and corrections.
- 2.1.5** Streamline the grant agreement and reduce the number of forms to eliminate redundancy and complexity.
- 2.1.6** Review the grant application process and determine what data needs to be collected to accurately measure each part of the process.
- 2.1.7** Establish an electronic grant proposal review process; update the Operations Manual to reflect this new process and provide training for Regional Coordinators.
- 2.1.8** Revise policies and procedures in the Grant Program Manual and the Operations Manual as they relate to the ten most common Draft Agreement Review comments from Federal Fiscal Year 2006 and train staff on these revisions.

OTS VALUES

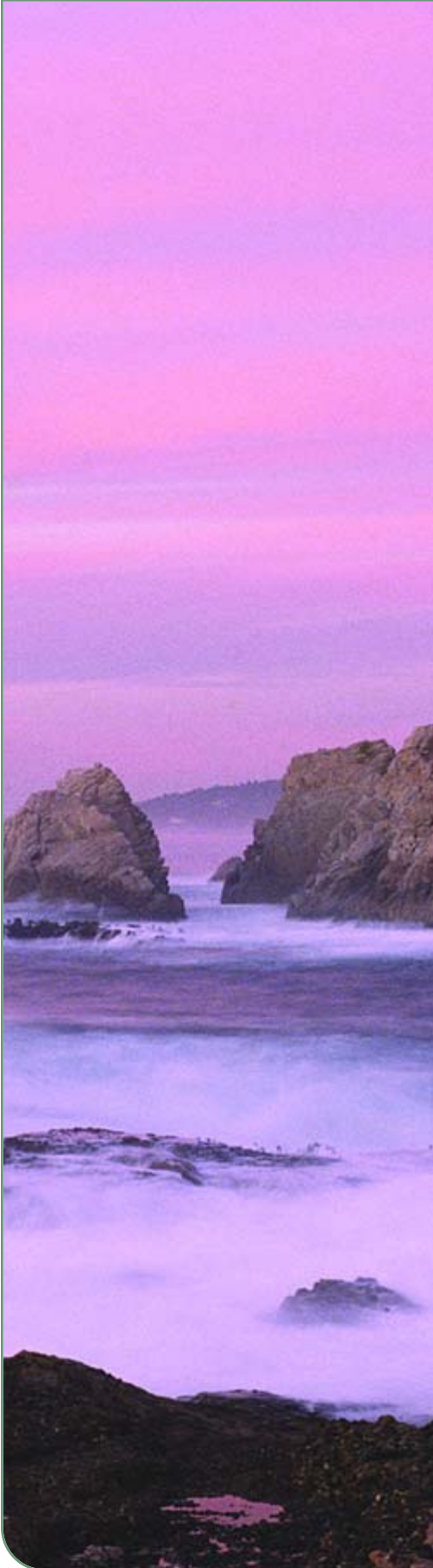
Commitment and loyalty: OTS strives to foster an environment in which accountability and commitment to the organization and its mission are supported and recognized.



COORDINATORS TONY SORDELLO, RON MILLER, AND DONNA HEPPNER.



SHANNON BRASFIELD AND BILL TERRELL.



DECREASE THE AVERAGE NUMBER OF DAYS TO PROCESS A CLAIM FROM 24 DAYS IN 2005 TO 22 DAYS IN 2006 AND TO 20 DAYS OR LESS THROUGH 2010.

STRATEGIES:

- 2.3.1** Streamline the claims review process by eliminating redundant review by the Operations Unit and leaving this responsibility with the Fiscal Unit; revise and update the Fiscal Manual; and provide training to Fiscal staff.
- 2.3.2** Revise the database to include a new user interface for claims processing and allow performance tracking.
- 2.3.3** Revise the Support Manual section on processing claims and train Support staff on new procedures.
- 2.3.4** Revise the section of the Operations Manual on processing claims and train Regional Coordinators on the new process.
- 2.3.5** Include claims processing as part of the Regional Coordinator pre-operational meeting training.
- 2.3.6** Develop standardized language for "other direct costs" groupings and provide training to Fiscal staff and Regional Coordinators.

INCREASE THE PERCENT OF GRANT DOLLARS ALLOCATED TO UMBRELLA GRANTS FROM 15.3 PERCENT IN 2005 TO 20 PERCENT IN 2006 AND THROUGH 2010.

STRATEGIES:

- 3.1.1** Institute a process and schedule for determining which types of grants should be designated for umbrella grant funding in advance of each grant cycle.
- 3.1.2** Develop a process to contrast grant applications from different entities within a single jurisdiction for potential grouping into an umbrella grant and to work with those entities to develop umbrella grants.
- 3.1.3** Educate stakeholders about umbrella grants by posting information on the OTS website, presenting at the OTS Summit, meeting with associations, and using other media to introduce and promote umbrella grants.
- 3.1.4** Determine the feasibility of developing templates for specific umbrella grants that have been identified for a specific grant cycle.

OBJECTIVE
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OBJECTIVE 3.2

- 3.1.5** Develop a Request for Proposals template and process for soliciting off-cycle proposals for specific types of umbrella grants.
- 3.1.6** Provide training for all staff involved in grant administration on changes in grant documents and processes related to umbrella grants.
- 3.1.7** Finalize the definition of "umbrella grants" for data tracking purposes; determine whether baseline data can be collected and whether changes to database are required to track new types of umbrella grants.

INCREASE THE PERCENT OF CITIES WITH A DISPROPORTIONATE NUMBER OF CRASHES THAT OTS PROACTIVELY SOLICITS FOR GRANT PARTICIPATION FROM 15 IN 2005 TO 25 IN 2006 AND TO 30 THROUGH 2010.

STRATEGIES:

- 3.2.1** Utilize Regional Coordinators and Law Enforcement Liaisons to proactively solicit grant proposals from high-priority cities and counties.
- 3.2.2** Develop a process to help identify high-priority cities and counties.
- 3.2.3** Encourage high-priority cities and counties to attend OTS sponsored grant-writing workshops.

OTS VALUES

Quality and customer focus: OTS is dedicated to delivering high-quality work and excellent service to all its customers.



COORDINATORS KIM GARCIA AND KAREN COYLE DISCUSS STRATEGY WITH DIRECTOR CHRIS MURPHY.

OBJECTIVE 3.3

REDUCE CARRYOVER FUNDS BY 5 PERCENT ANNUALLY.

STRATEGIES:

- 3.3.1** Develop a combined data tracking system for determining obligations.
- 3.3.2** Obligate more funds to large umbrella grants.
- 3.3.3** During grant agreement development, ensure that new grants include adequate start-up periods.
- 3.3.4** Examine current carryover policies and consider revising them to include new justification requirements, deadlines, and limits.
- 3.3.5** Create a tool to allow the Operations Unit to actively monitor ongoing grant spending and activity for each grant.



OTS VALUES

Innovation: OTS believes in and encourages new thinking and will constantly strive to develop new approaches to meet customer and program needs.



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THE OTS ADMINISTRATION TEAM: (STANDING) BILL TERRELL, ASSISTANT DIRECTOR; DEBBIE HREPICH, SR. ACCOUNTING OFFICER; JON KIRKHAM, SPECIAL PROJECTS, OPERATIONS; SHANNON BRASFIELD, ADMINISTRATIVE SUPPORT; VALERIE ARCHIE, SUPPORT SERVICES SUPERVISOR.

- 3.3.6 Clearly communicate carryover issues and policies affecting grant funds to new and existing grantees.
- 3.3.7 Initiate 90 percent of new grants by September 15 of each year.
- 3.3.8 Analyze grant carryover amounts to help identify variables that impact grant fund expenditures both positively and negatively.
- 3.3.9 Combine fiscal data from various sources into one central location to allow for more frequent and detailed expenditure analysis.

ENSURE THAT 80 PERCENT OR MORE OF SURVEYED STAFF FEEL THAT COMMUNICATION WITHIN OTS IS GOOD OR EXCELLENT BY 2007.

STRATEGIES:

- 4.1.1 Develop a schedule of monthly meetings for each unit to exchange information and leverage experience; push discussion items up to the general staff meeting as appropriate; establish a system for documenting and storing meeting minutes.
- 4.1.2 Develop, maintain, and routinely communicate an implementation plan and schedule that documents all of the OTS strategies, the names of the project leads, the resources needed to complete the projects, and the deadlines of those projects.
- 4.1.3 Formalize a process for reviewing and obtaining input for policies during their development; develop a central repository for maintaining and updating OTS policies and procedures; and revise the process for disseminating this information to staff.
- 4.1.4 Develop, maintain and routinely update and communicate unit-specific calendars and roll them up to an OTS-wide calendar of activities.

OBJECTIVE
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- 4.1.5 Develop, schedule, communicate, and implement one-on-one meetings between management and Regional Coordinators at least three times a year to review key performance indicators.
- 4.1.6 Develop an OTS Intranet as a tool to organize information and make it available internally.
- 4.1.7 Revise and keep current a new employee orientation package that includes both general orientation information and information specific to each unit and function.
- 4.1.8 Develop a standing agenda outline for monthly all-staff meetings that covers key subjects; institute a process and deadline for submitting items under each agenda heading.
- 4.1.9 Develop a schedule and process for supervisors to conduct quarterly one-on-one meetings with staff to provide feedback on performance.
- 4.1.10 Develop and implement training and protocols for appropriate use of different modes of communication, professional use of each mode, and general office etiquette.
- 4.2.11 Develop guidelines, expectations, and protocols for the content and process of scheduling, holding and following up on meetings.
- 4.2.12 Develop a protocol for saving and sharing information about innovative grant programs and promising practices for use by Operations in promoting successful grants.
- 4.2.13 Review and revise the staff survey instrument to capture data about communication within OTS; determine how survey feedback will be used to communication and management; and communicate this process to all staff.
- 4.2.14 Revise and update the Information Technology Manual.
- 4.2.15 Implement an Employee Recognition Program.

OTS VALUES

Professional growth: OTS is committed to helping staff realize their potential through mentoring, training, and providing opportunities for professional development and advancement.



OTS VALUES

Collaboration: OTS values working with other agencies, private sector businesses, and community organizations to expand resources and extend our messages.



OTS SUPPORT SERVICES TEAM: ANNETTE JONES, ALBERT GOMEZ, VALERIE ARCHIE; JENNIFER O'HARA AND KATHY LEUTERIO (SEATED).



COORDINATORS DON UELMEN, SUZANN IKEUCHI, AND KATHLEEN CARROLL (SEATED); **LAW ENFORCEMENT LIAISON** ED GEBING AND **COORDINATOR** KEVIN YOKOI.

ENSURE THAT 80 PERCENT OR MORE OF SURVEYED CUSTOMERS FEEL THAT OTS'S COMMUNICATION WITH THEM IS GOOD OR EXCELLENT BY 2007.

STRATEGIES:

- 4.2.1** Institute a standard policy and procedure for the Support Unit to use to connect callers to Regional Coordinators who are out of the office.
- 4.2.2** Develop and implement a customer service and communication guidelines policy.
- 4.2.3** Develop an ongoing process for developing, reviewing, and updating a "Frequently Asked Questions" sheet for use by Support staff during calls from customers.
- 4.2.4** Implement a protocol for updating the Grant Program Manual and communicating revisions of this document to all grantees.
- 4.2.5** Revise the OTS customer survey to include specific questions about communication between grantees and OTS.
- 4.2.6** Develop and keep current a "resources" section of the OTS website that includes promising and innovative practices, "lessons learned" from prior grantees and ancillary materials from effective grants, including items such as posters, DVDs and graphics.
- 4.2.7** Continue to update the OTS website to further meet the distinct interests and needs of both the public and grantees.
- 4.2.8** Develop and implement a protocol to create uniform, consistent, and meaningful names for all documents used by grantees.
- 4.2.9** Continue to work towards establishing a web-based database solution for grants administration, including for submission of grant proposals, quarterly reports, and claims.
- 4.2.10** Develop a database solution to track equipment purchased by grantees and revise the existing process used to obtain data about the status and fair market value of this equipment on an ongoing basis.

OBJECTIVE**4.2**



CREDITS:

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